

Report of the Vision Committee

A Strategic Plan for Pleasant Ridge: Our Target for the Future

Final Report Incorporating Results of Public Review and
Comment (February 1998 Public Meeting)

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I. The Mission of the Vision Committee

A Brief Statement of Purpose

Briefly stated, the purpose and mission of the Vision Committee of the Pleasant Ridge Community Council is to establish a framework for *moving our community into a desirable future situation* consistent with our shared values and dreams. The work focuses on establishing the proper *context for decision-making and resource allocation*, and demands good communication and information exchange (frequent, focused, meaningful) for effective and responsible use in the decision-making process.

Description of the Pleasant Ridge Community

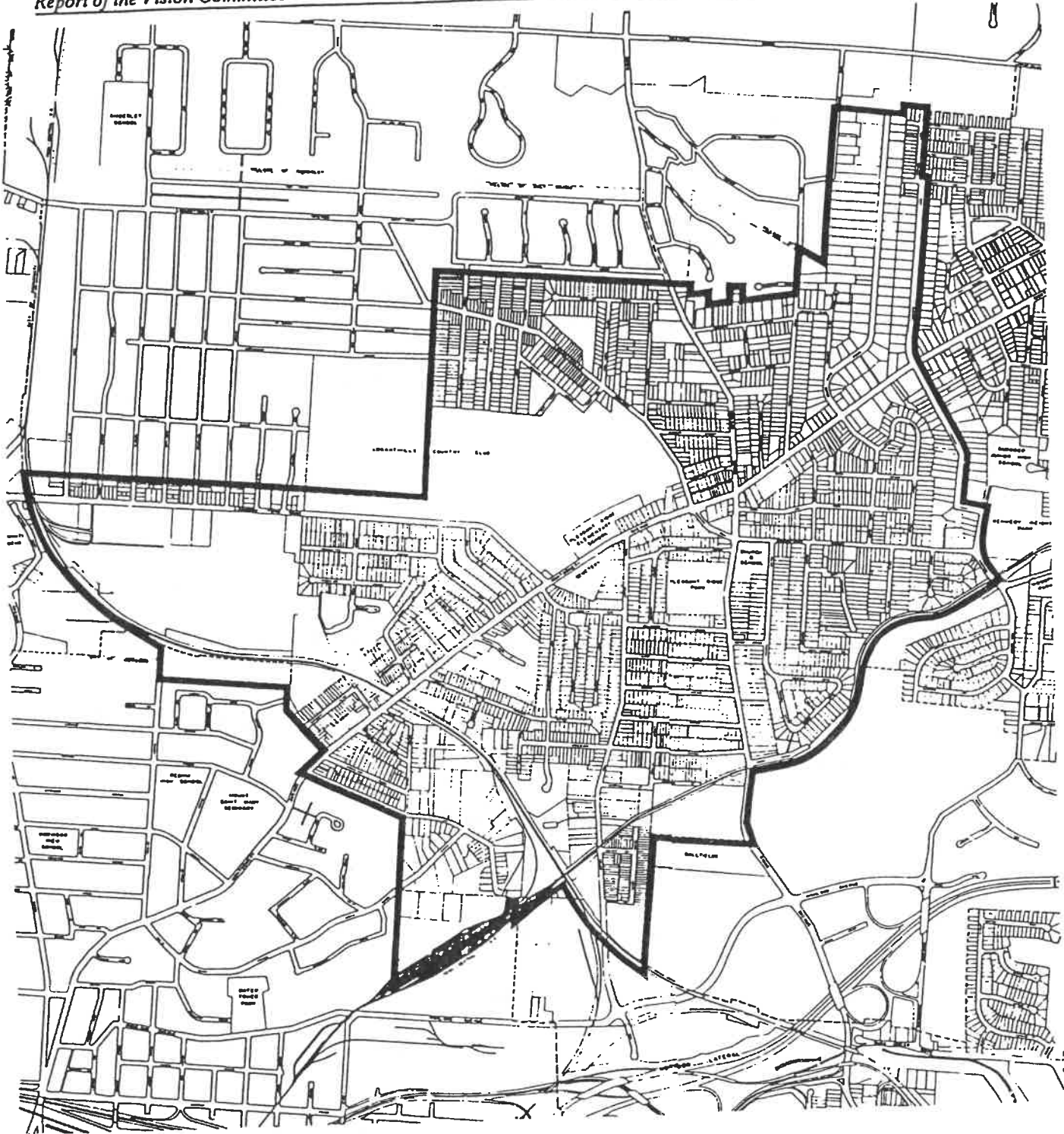
Real and Perceived Boundaries: The basic structure of the community of Pleasant Ridge had its starting point in about 1803 at the intersection of a long-used Indian trail (Ridge Road) and a then-evolving turnpike (Montgomery Road). This intersection is still recognized as the "center" of the community today.

Today, as a part of the City of Cincinnati, Pleasant Ridge has community boundaries described roughly as follows:

- north to the Villages of Golf Manor and Amberley;
- south to the Township of Columbia;
- east (northeast) to the community of Kennedy Heights; and
- west (southwest) to the City of Norwood.

A map outlining the Pleasant Ridge neighborhood boundary as defined by the City of Cincinnati is found on Page 2.

Just as important as these "official" community boundaries are the effective boundaries relative to market area, or the perceived area of influence of the community as a destination or connected place of activity. In this aspect, Pleasant Ridge has a much larger community center "reach",



Pleasant Ridge Neighborhood Boundary

extending roughly 2 miles in all directions from the intersection of Ridge and Montgomery.

A map illustrating the effective community "reach" of Pleasant Ridge (and also showing the formal neighborhood boundaries) is found on Page 4.

There are several reasons that contribute to why our community tends to exceed its formal boundaries. One of the most important is that Pleasant Ridge has a solid, distinct core business area structure, and a healthy compliment of institutional assets (churches, schools, library, recreation center). Surrounding communities have evolved differently or have physical issues that tend to focus some aspects of community life on the Pleasant Ridge centroid. For example, the northern portion of the City of Norwood is somewhat disconnected from the traditional Norwood central business district by both distance (more than a mile) and a sense of physical separation created by the Norwood Lateral expressway, and is, in effect, more closely linked to the Pleasant Ridge community for many retail services. As another example, adjacent Amberley Village has very successfully developed as an upscale residential area, but has (by design) no community business district. Factors such as these elevate Pleasant Ridge's role, influence and opportunity in a collection of surrounding communities.

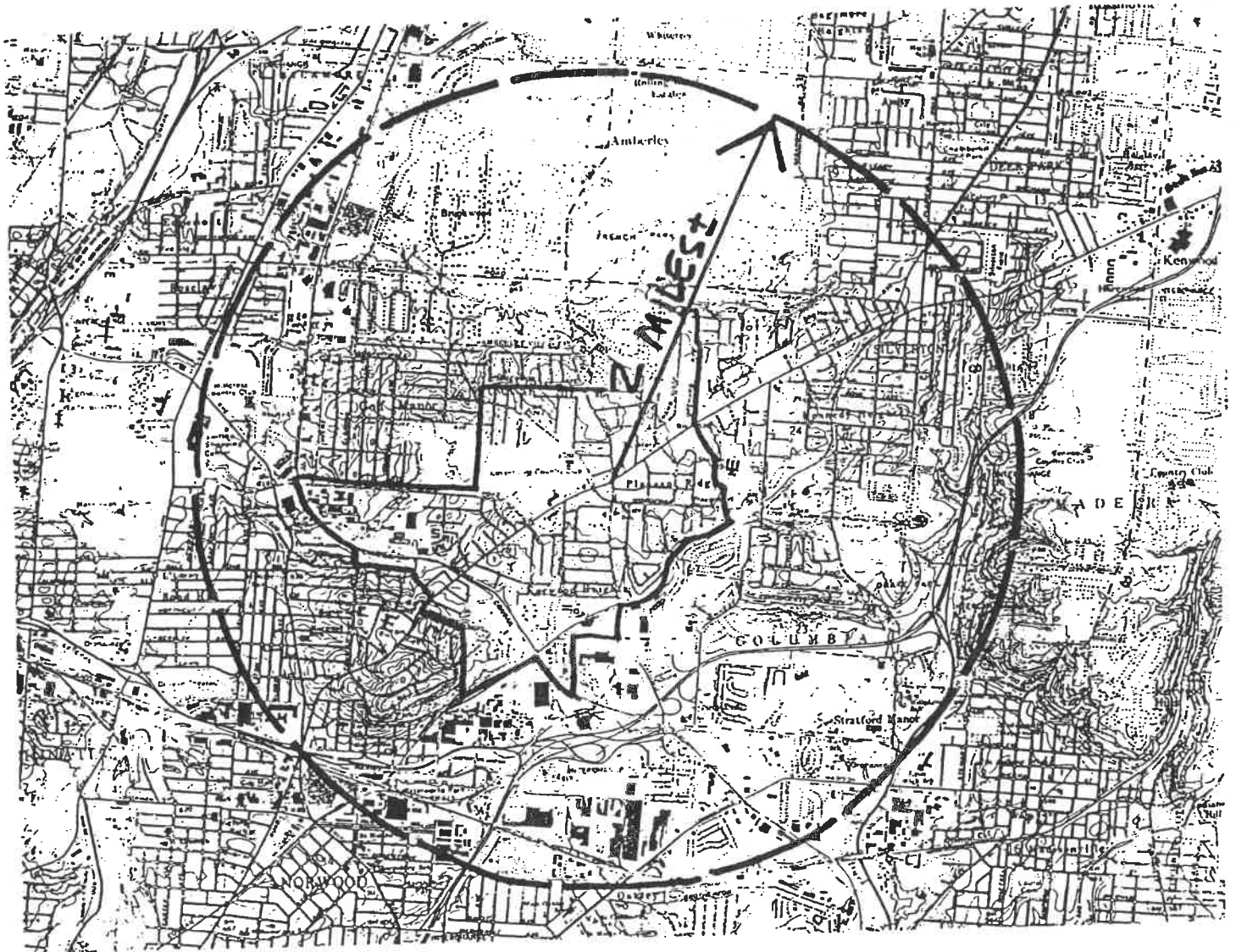
Demographic Profile: Within its formal (City-designated) boundaries, as shown on Page 2, Pleasant Ridge is comprised of Census Tracts 57.01, 57.02 and 59. The community has a population of just under 10,000 persons, about half of which are estimated to live within reasonable walking distance of the neighborhood business district.

In a 1997 study of Cincinnati's 48 distinct neighborhoods, Pleasant Ridge ranked in the upper quartile in all key indicators and composite social economic status (SES) index.¹ In 1990, our community ranked #9 overall out of 48 city residential neighborhoods in SES index, which incorporates census data for median family income, education, occupation, housing and family structure in determining social economic status for a given neighborhood. Neighborhoods ranked just above Pleasant Ridge include Mt. Washington, Downtown/Riverfront, North Avondale/Paddock Hills, Mt. Adams, Clifton, Hyde Park and Mt. Lookout. Neighborhoods ranked just below Pleasant Ridge include Hartwell, East Walnut Hills, College Hill and Oakley.

Some other findings of note from this 1997 study include the following:

- Only five neighborhoods (Westwood, Kennedy Heights, Mt. Airy, Avondale, and Bond

¹ Michael E. Maloney and Janet R. Buelow, *The Social Areas of Cincinnati: An Analysis of Social Needs, Third Edition, Patterns for Three Census Decades 1970-1990*, Urban University Program of the State of Ohio and the University of Cincinnati School Of Planning, 1997.



Pleasant Ridge Community Reach (Market Area)

Hill) experienced greater decline in the period between 1970 and 1990.

- Pleasant Ridge has about 178 families living below the poverty level (about 7% of total families, compared to 15% for the city median and 4%, for example, in Clifton).
- Of these below-poverty families, about 116 (or 65% of the total) are female-headed families.
- The high school drop out rate for students in Pleasant Ridge is about 12%.
- The functional illiteracy rate in Pleasant Ridge is about 8%.
- Pleasant Ridge has about 1,838 persons 60 years of age or older (about 19% of the population, compared to 18% for the city median, 18% for Clifton and 22% for Mt. Washington).
- We have about 900 children of 5 years or younger (about 9% of the population, same as Mt. Washington, and compared to 7% for Hyde Park and North Avondale).
- Pleasant Ridge has managed to retain a quality residential atmosphere despite demographic changes (including population loss) and decline in key indicators in the period between 1970 and 1990.

One of the key findings of this important city-wide study is that, although Pleasant Ridge experienced probably the greatest extent of change and threat to stability of any "upper echelon" neighborhood in the city over the past 20-plus years, it has weathered this change remarkably well. This is likely due to a combination of factors, including physical structure of the community, fundamental aesthetic appeal, good housing stock, influence of schools and churches, and the commitment and resolve of residents and business owners.

Other studies have been done that looked at the larger "market area" (or, as used in this report, "community reach") of Pleasant Ridge as illustrated on Page 4. This area includes nearby neighborhoods physically or functionally connected to Pleasant Ridge, particularly in terms of how those areas connect with our own Neighborhood Business District and other central-community functions. Most studies of this type have identified an area about two miles in radius from the intersection of Ridge and Montgomery roads as a reasonable approximation of the extended Pleasant Ridge community.

A 1996 study prepared for the Pleasant Ridge United Methodist Church provides a good snapshot description of our extended and surrounding neighborhood²:

- Population: about 50,000
- Households: about 23,000
- Racial composition: 59% White, 39% African-American and 2% Asian/Hispanic/Other
- Average household income: \$45,000
- Average age: 39.8 years

Some emerging trends identified in the same study for the period through the year 2000 include the following:

- Population change: 2 to 3% decline
- Households: 1% decline
- Racial composition: minimal change (2% or less shift)
- Average household income: increase to \$63,000
- Average age: increase to 40.3 years

This study indicated that our extended community is stable in expected change for most categories. Some areas of notable predicted change include these:

- The number of households with incomes in excess of \$50,000 is expected to increase by 40+% to about 10,000 households.
- The number of people in the 35 to 54 age "family/empty nester" bracket will increase slightly and continue to be the dominant phase of life bracket at 27% of the population; all other life phase brackets remain stable or decrease slightly.
- Generationally, the percentage of baby-boomers and older generations will decrease slightly, while the percentage of persons born in 1961 or later will increase by 11% to

² Percept Group, Inc., Custom Polygon Demographic Analysis ID# 14752:50305, June 1996.

comprise more than 50% of the population (persons under 40 years of age in the year 2000).

Landmarks and Sense of Place: Pleasant Ridge is blessed with an array of physical features that help define how we connect with and view our community. These features include buildings, locations, gathering places, topographic components and supporting pieces of infrastructure.

The focus of our community centers on the intersection of Montgomery and Ridge roads, the historical beginning point of the development of Pleasant Ridge as we know it today. This is the heart of our neighborhood business district; most points of reference tend to radiate from this location. Most of the oldest remnants of the earliest days of Pleasant Ridge are found on or near the four corners of this intersection.

Probably the single most important item that anchors how we and others view Pleasant Ridge as a "place" is the compact and attractive neighborhood business district that centers on the Montgomery and Ridge intersection.

The majority of the Pleasant Ridge neighborhood business district (NBD) stretches along a half-mile long stretch of Montgomery Road between Lester Road and Woodmont Avenue. Other important parts of the NBD are found on centrally-located short (one or two block) stretches of Ridge and Woodford roads, as well as in a somewhat isolated stretch of Montgomery extending south about 1/4 mile from Lawndale Avenue to the City of Norwood boundary.

The main part of the NBD, a mix of old and newer structures typically one or two (but sometimes three) stories in height, is notably attractive from both a driving and walking perspective. It is fairly compact, has distinct beginning and ending points, and has healthy and pleasing connectivity to surrounding residential areas.

Some of the notable landmarks that are inextricably linked with Pleasant Ridge and contribute to a sense of place include (in no particular order):

- the Montgomery Road business district as a whole;
- Nativity Church and School;
- the Sweeney&Meder building;
- the public library;
- the intersection of Montgomery and Ridge roads;

- Pleasant Ridge public school;
- the Ridge donut shop;
- Everybody's Records shop;
- the Architectural Art Glass shop; and
- the fire station.

There are many other "places" that are important to how we view and live within our community.

Fit Within the Metropolitan Area: Modern-day Pleasant Ridge had its beginnings in the late 1800's as a suburban center proximate to downtown Cincinnati, but with a "green", almost rural flavor. More than 100 years later, this description still generally applies. Remnants of our 19th century beginnings lie just beneath the surface, masked somewhat by changes in transportation, modernization of houses and buildings, build-out of surrounding perimeter areas, and a past period of destabilization in the business district. Today, Pleasant Ridge remains "green", with trees and pleasing landforms playing a big role in what people remember and are attracted to in our community. We also remain functionally a suburb, now effectively a bit closer to the city core, but a residential suburb nonetheless.

Viewed from other perspectives in the metropolitan area, Pleasant Ridge is typically identified as a solid community with good housing stock, especially for first-time homeowners, and with a good inventory of institutional resources. Nativity School, in particular, is often one of the strongest points of identification within our community for those not living in Pleasant Ridge. Community image and identity is not one of our strong points; this is due, in part, to a period of freeway construction beginning in the 1960's (both I-71 and, to a lesser extent, the Norwood Lateral created a new type of physical barrier and isolation, and allowed commuters and other travellers to bypass, and become increasingly less familiar with, Pleasant Ridge), followed by a period of general instability and community decline between 1970 and 1990 (which also had an isolation effect).

One of the benefits of having a community with good assets and livability factors but somewhat weak image and identity in the metropolitan area is that housing prices tend to be lower than in more well-known neighborhoods. Good housing values have been a characteristic of Pleasant Ridge for several decades; houses are rarely on the market for extended periods of time. Recent trends, however, seem to indicate that housing prices are beginning to catch up to market demand.

Previous Planning Efforts

There are two recent-period planning studies of note, both of which focused on needed actions and strategies within the Pleasant Ridge business district.

In 1990, the Planning Committee of the Pleasant Ridge Community Council completed a *Neighborhood District Urban Design Plan*³, which outlined solutions and strategies for dealing with economic and development problems in the Pleasant Ridge business district. The problems identified by this study included:

- 1) competition from malls and other larger business districts,
- 2) vacancies,
- 3) reliance on households outside Pleasant Ridge proper,
- 4) limited variety,
- 5) limited parking,
- 6) unattractive store fronts, and
- 7) lack of a marketing strategy.

This study conducted an inventory, established goals and objectives, and outlined policies and recommendations. The work was conducted by the professional staff of the City of Cincinnati's Office of Architecture and Urban Design, under oversight by the community council's Planning Committee. Key recommendations included the following (and are repeated here because of their relevance to issues being considered under the work of the current Vision Committee):

Business Retention

- contain NBD within present boundaries
- attract new businesses complimentary to existing pedestrian traffic generators
- maintain institutional land uses at each end of NBD (library, school)
- expand market by adding office, institutional and residential land uses within NBD
- design businesses to reinforce existing pattern of business fronts abutting sidewalk
- encourage property owners to maintain property
- create strong positive image; identify two entrances on Montgomery Road by gateways
- communicate community support for NBD revitalization to the development community
- develop convenient off-street parking that serves the needs of the NBD as a whole
- monitor problems, progress and trends

³ City of Cincinnati Office of Architecture and Urban Design, *Pleasant Ridge Neighborhood Business District Urban Design Plan*, for the Pleasant Ridge Community Council and Pleasant Ridge Business Association, Cincinnati, Ohio, September 1990.

Zoning

- no changes recommended

Implementation

- establish Environmental Quality District (EQD) to help community and City monitor future changes

Vehicular Circulation

- retain existing vehicular circulation patterns
- minimize curb cuts on major arterials
- remove barriers to existing small parking lots and link lots together
- strongly identify and enhance bus stops
- encourage off-street truck delivery

Parking

- long term: provide off-street parking behind businesses on north side of Montgomery
- tie existing lots together; unify entrances/exits/management
- require employees to park away from main streets
- provide cheap short term and expensive long term parking in center of district
- provide adequate public parking signage
- screen all parking lots with ornamental fencing and dense landscaping at street R/W

Pedestrian Circulation

- develop safe, attractive pedestrian "links" between off-street parking areas and business district sidewalks
- develop strong pedestrian crossing points at major intersections to attract people to *both* sides of the avenue
- make all walks, crossings and entrances handicapped-accessible
- encourage use of additional business entrances facing parking lots
- use landscaping, awnings and seating to add to pedestrian/shopping comfort

Streetscape Amenities

- implement and improve existing streetscape program

Block Recommendations Regarding Development Opportunities

- establish non-commercial high-density residential or office "bookends" at each end of the business district
- make preservation of existing structures a first priority within the central business district; specifically, retain all buildings fronting Montgomery Road and key connected blocks within the core part of the NBD
- maintain existing structure locations adjacent to sidewalk; encourage new building construction at sidewalk edge
- encourage redevelopment throughout the NBD
- increase off-street parking and encourage on-street parking
- facilitate pedestrian movement both down and across the street
- maintain pedestrian-oriented uses throughout the NBD
- continue to introduce streetscape improvements

Although this urban design plan was not formally adopted by the community council, most of its concepts and recommendations remain valid and seem to match up well with the current needs and expectations of the community. Some progress was made based on this 1990 plan, but efforts have stalled in several key areas (resource limitations, priority changes, communication difficulties, and lack of recommended implementation tools all are factors). In reviewing the 1990 plan at the start of its work, the Vision Committee acknowledged the sensible and fairly detailed recommendations of the past Planning Committee, but also concluded that perhaps this work needed help and updating at the "top" (big-picture goals and vision) and "bottom" (a way to help involve people and break the needed actions into manageable work packages).

Another study focusing on the Neighborhood Business District was drafted in 1995⁴. This analysis looked at current and projected market area and retail demand as related to customer preference profiles. This study concluded that:

- The Pleasant Ridge NBD currently realizes only about 59% of its development potential.
- The NBD can support an additional 144,000 square feet of additional retail-service space.
- The greatest category of unsatisfied market demand in Pleasant Ridge is for restaurants and eating places (18,000 sq. ft.).
- Other important categories of retail development potential include appliance, day care, variety/general merchandise, recreation, grocery, equipment rental, hobby/toy/game, meat & fish, bakery, sporting goods/bicycle, florist, finance/real estate, coin-operated laundry, and doctor/dentist/health care offices.

This 1995 study concluded that the Pleasant Ridge NBD strengths include a good population base, a major transportation artery, grocery and drug store anchors, a good merchandise mix, available property and reasonable rents, with weaknesses in competition (e.g., Ridge/Highland area) and parking. The study identified opportunities for Pleasant Ridge in 1) development potential and 2) improvement of aesthetics and sense of place.

Both the 1990 urban design study and the 1995 market area study touched on issues and needs important to residents and business and property owners in the community today.

⁴ City of Cincinnati Department of Economic Development, *Pleasant Ridge/Kennedy Heights Market Area Profile*, Cincinnati, Ohio, (draft) 1995.

Emerging Trends and Issues

Trends and issues express change and popular concern. In Pleasant Ridge, there are a number of trends and issues that are emerging as items of importance in the direction and shape the community is to take in the future, typified by the following:

- Rediscovery of Pleasant Ridge by young families.
- A growing number of single parent households.
- Difficulties in creating investment opportunity in the business district.
- Changes in fringe areas surrounding Pleasant Ridge.
- Increased market pressure on available single-family housing.
- Growing concern over the role of the neighborhood public school.
- Friction between transportation needs and basic community structure.
- An influx of new residents and business owners committed to community improvement.
- Increases in residential and business property improvements.
- New appreciation for the great features our neighborhood offers.

These and other trends and issues have given rise to the identification of a community need to take a fresh look at the long term picture for Pleasant Ridge. This is the beginning of the work of the Vision Committee.

Identification of a Community Need

Out of growing awareness of emerging trends and issues, both within traditional community leadership (including current and past Community Council members) and program volunteers as well as community members at large, several needs were identified as to how we might best move into the future.

There is a need to better communicate and understand what we are trying to do and be as a community in the long run.

There is a need to take stock of what is important to us, what we truly value in community life.

There is a need to have a big-picture goal, a vision, for where we are heading that is supported by most people, flexible in application and consistent with what we value in our community.

There is a need to help create the political will and popular support to get things done efficiently, and in a way that consistent with community expectations.

There is a need for identifying items that need to be done to achieve our vision, and to allow priorities to be set, and work assignments to be made.

There is a need to periodically revisit where we are heading and make appropriate adjustments.

There is a need to have the community leadership, at all levels, accountable to the community and its long-term goals.

Purpose and Function

Presented with challenge and change, the Vision Committee's responsibility is to step back, see what's really important (especially in the long haul), consider where we've been and where we should be heading, and try to identify how we can best use our efforts and resources.

The Vision Committee is charged with establishing direction and dialogue in being responsive to the interests of the community.

The Vision Committee also must function in support of the Community Council in bridging the gap between community interests and needs and City policies and actions.

Accountability to the Community

The Vision Committee must directly, or by solicitation of input, represent all interests and stakeholders in the Pleasant Ridge community. There must be public forums for input and discussion, and other communication must be timely and meaningful. There must be opportunity to periodically revisit the provisions of the committee's work to respond to new issues and concerns expressed by those that live, work and do business in Pleasant Ridge.

II. Process and Approach

Formation of a Work Group

The Vision Committee first met as a work group in August 1996 in response to a request from the Community Council for a look at long-term issues facing the community and an initial structure for we might best respond to those issues.

One of the initial efforts of this group was to try to gain representation of the full spectrum of the Pleasant Ridge community. With no formal membership role, the group stabilized at about 16 members meeting roughly bi-monthly over the next year and a half through the completion of the draft report.

With varied interests and backgrounds, the group worked in consensus fashion (rather than majority vote) in working through issues and recommendations.

Big-Picture Perspective

In its work, the Vision Committee has attempted to keep an overview focus on the larger-scale, longer-term needs of Pleasant Ridge. This is not to say that specific "projects" and strategies are not important, rather that they can be most effective when framed in the correct big-picture perspective.

The key questions that the Vision Committee operated from for much of its work were:

- 1) "What big or fundamental issues are at hand?", and
- 2) "What specifics might help?"

The summary work from the Vision Committee is not a detailed plan outlining specific solutions to every problem; it is more a collection of needs and work packages that can be tackled as priorities and available resources dictate.

Why Are We Doing This ?

There are a number of reasons why the Pleasant Ridge Community Council and its Vision Committee have undertaken the task of trying to get a better grasp on our neighborhood's future. Some of the most important reasons include these "top ten":

- 1) *Provide support for core community values*
- 2) *Establish a framework for decision-making*
- 3) *Take a long-range "look" and direction*
- 4) *Assess needs and priorities*
- 5) *Education: provide vehicle for public input and involvement as well as outreach*
- 6) *Have accountability to the community*
- 7) *Foster creativity*
- 8) *Get best allocation of resources*
- 9) *Improve communications to city officials and public agencies*
- 10) *Provide a stimulus for investment*

Incorporation of Public Input

The Vision Committee has solicited and incorporated public input from the following forums and mechanisms:

- public meeting on draft report (2/17/98),
- articles and announcements in the community newsletter, the Pleasant Ridge *Informant*,
- committee reports and announcements at regular Community Council meetings, and
- informal discussions and exchanges among neighbors, associates and networks.

Continued regular public involvement is a necessary part of the long-range planning process.

Identification of Common Values

The committee used two sessions of brainstorming, followed by narrowing and grouping exercises, to identify core values (what is *truly* important to out us; what we cherish). Identification of commonly-held values is the key to effectively working toward a long-term vision.

Looking at Strengths and Weaknesses, Problems and Opportunities

Over two sessions, we looked at the strengths and weaknesses of our community from a strategic standpoint: *what do we do well as a community? where do we fall short of our own expectations?* We also looked at emerging problems (or threats) to our community, and tried to identify opportunities for leveraging possible solutions into even greater benefits. All of this effort focused on trying to identify the most appropriate support plan for upholding the core values of the community.

Formulating a Vision for the Future

One of the most compact pieces of work undertaken by the committee was also the most difficult to nail down: a *vision statement*, a concise "what if" description of the best possible scenario we could imagine for our community. It is east to regard something like a vision statement as a throw-away piece, but, used in best advantage for guiding and energizing, it can be the difference in whether or not difficult issues are properly addressed. Anyone new to Pleasant Ridge or unfamiliar with our community should be able to understand what we are all about *as a* community simply by reading our vision statement.

Laying the Groundwork for Positive Change

The work of the Vision Committee is really just the framing and structuring of many pieces of work that must come together in support of the values and vision of the community. We identified four basic goals that need significant attention if we are to continue to move forward in a positive way. These goals have various layers of support pieces that will ultimately lead to work or implementation packages under the direction of the Community Council.

In laying the groundwork for positive change, we tried to:

- look long and loose (keeping shorter-term rough spots in perspective),
- make it easier for community leaders to make tough decisions (by identifying goals and initial priorities), and
- establishing a structure for accountability to the community (through public forums and a commitment to periodic revisits).

The Vision Committee was divided into four work groups to tackle each of the four goals. Each group met separately to draft a plan for the future that would best support each goal in a way consistent with the vision and values of the community. These work group reports were condensed, reviewed and edited by the committee in preparation of this document.

III. Keying In on What Is Truly Important to Us

The Vision Committee identified eight core values that seem to represent what most people in the community hold as truly important (listed in no particular order or priority):

- **Diversity**
We like that our community includes people of all age, color and economic status, and believe that this contributes to our stability and "good neighborhood" quotient.
- **Respect for the environment**
We believe that a healthy relationship between our community and the environment is essential to our long-term well being by any measure.
- **Physical attractiveness and historical character**
The appearance and aesthetic qualities of Pleasant Ridge are important assets that need to be protected and enhanced; a major contributing factor is the historical character of the community.
- **Social interaction and neighborhood cohesion and safety**
We believe that the fact that we know many of our neighbors very well, both next door and throughout the community, helps us work together more effectively and contributes to public watchfulness and safety.
- **Central location and proximity and convenience to downtown and other areas**
We enjoy being close to downtown and in a mid-point location in the northeastern sector of the metropolitan area.
- **Pedestrian friendliness**
All of our tree-lined streets have sidewalks, and our compact nucleus of businesses and institutions make Pleasant Ridge a fun place to walk.
- **Wealth of community institutions**
We are fortunate to have a healthy mix of schools, churches and other public institutions, including a public library branch and community recreation center, all of which contribute to a strong sense of community.
- **Healthy business community connected to the neighborhood**
We value our business district for its convenience, diversity, sense of aesthetic and contribution to our community's vitality and stability.

IV. What We Do Well as a Community (and Where We Fall Short)

As a community, we do a lot of things well. Due to commitment and foresight of many people over the decades, even seemingly unmanageable problems have been turned around into success stories. The Vision Committee completed a partial inventory of community strengths, including the following:

- Hilton Davis
- Losantiville Country Club
- City firehouse
- Community Center
- community values (eight core values)
 - public safety
 - traffic conditions
 - affordable housing
 - public parking
 - neighborhood schools
- City of Cincinnati neighborhood
- demographic changes
- home ownership %
- public library
- proximity/location
- property investments

Interestingly, many of our community strengths were also identified as community weaknesses, as noted in the following listing: business space underutilization, public parking, publicity, being part of City of Cincinnati, lack of restaurants, business mix, litter control, demographics, % home ownership, lack of child care services, physical challenges, walkability (Montgomery Road), identity and image, green space/parks, proximity/location, property investments, retail/office space, long-term attractiveness, and signage.

V. Emerging Problems and Opportunities

Pleasant Ridge is faced with a mix of problems that pose varying degrees of threat to what we all value in our community. Some of these problems are internal; others are, by source, more of an external threat. The Vision Committee tried to compile a representative "off the top of the head" list of emerging and lingering problems to aid in identifying goals and strategies. In this exercise, it was concluded that, with few exceptions, the list of problems is also a list of opportunities:

- Hilton Davis
- business space underutilization
- Losantiville County Club
- city firehouse
- community center
- public safety
- traffic
- public parking
- Columbia Township development
- Kennedy heights business district
- public schools
- publicity
- being part of City of Cincinnati
- restaurants
- business mix
- litter control
- gas stations and site changes
- demographics

- physical challenges
- walkability (Montgomery Road)
- library
- community activities
- proximity/location
- church involvement
- green space/parks
- property investments
- property value increases
- lack of retail use
- lack of office space
- community center use
- community park use
- signage
- image identity
- lack of housing stock diversity
- % home ownership
- lack of child care services

In the above listing, a feature, facility or location may be listed as a "problem" even though all would readily agree that it is clearly more of an asset than a liability. We have prepared this list more from an "opportunity" perspective, looking to optimize those features in better support of our community goals and vision.

VI. Identifying Where We Want to Be

A Vision of the Future for Our Community

Considering our common core values, community assets and shared expectations, the Vision Committee has developed a brief *vision statement* that describes, in very broad terms, what we would want our community to like in the best imaginable future situation. In outlining this statement, we acknowledge that this is a difficult goal that may never be 100% achieved, that is likely to evolve and “move” over time, and that will be interpreted differently by different people. Nonetheless, we offer this vision statement as something to aspire to as a community and a focal point for effective change.

Our vision of the future for the community of Pleasant Ridge:

We want Pleasant Ridge to become one of the great neighborhoods of Cincinnati, known for a healthy and complete business district, a strong sense of place and aesthetic character, effective social and cultural diversity, and an involved and informed citizenry.

We believe that this description of a desired future for Pleasant Ridge can be a valuable reference point in establishing direction and making decisions. Further, this view of the future can help energize and mobilize individuals and groups to effective action. A key in making all of this happen is to communicate this long-term target to all stakeholders in the community, including residents, property owners, businesses, investors, institutions, elected leaders and governmental agencies.

Four Goals Essential to Achieving Our Community Vision

After establishing a “best possible future outcome” target in the form of a vision statement, the Vision Committee identified four categorical goals centrally important to making things happen. These four key goals are as follows:

1. Make the Pleasant Ridge Business District a Dynamic Attraction for Customers and Businesses

We must cultivate a healthy, diverse, marketable business district that is comprehensive in its response to community needs, and in turn is well supported by the community.

2. Make Best Use of Community Assets

We have a wealth of physical and human resources, and cannot afford to under-utilize these assets as we push toward a better community.

3. Improve Our Community Image Identity

We need to develop a clearer picture of what our community is all about and where it is going, and effectively communicate this message both within and outside of the community.

4. Develop a Neighborhood Service and Support Network

We must make more effective support services available to individuals, groups, businesses and institutions in the community, and we must integrate that support into the basic fabric, life and structure of the community.

VII. Providing a Structure for Moving Toward Our Target

The Role of Goals, Objectives and Strategies

The best way to support and eventually realize the far-reaching future target for our community is to develop some structural underpinning consistent with that broad target. There are different ways to this; we have used an approach identifying tiers of goals, objectives and strategies that can best position Pleasant Ridge for the desired future vision of a great, complete neighborhood.

Goals can be viewed as fairly big-picture descriptions of what we need to do to achieve our vision. Objectives are discrete, often "packageable" items that directly support goals in ways that are (usually) measurable and, therefore, can be used to gauge progress in achieving goals and the larger vision. Strategies are tangible, trackable, checklist-fashion concepts and mechanisms that allow objectives to be realized, and are the beginnings of an implementation structure; action plans and work programs result from strategies. In this document, we have used the term "To Do" List in lieu of "strategies", which we think might be more meaningful in day-to-day translation for most people. We have categorized our initial thoughts on action items and work programs as "working ideas", inferring that more work is needed and that we expect and anticipate evolution and refinement.

A Template for Giving Guidance to Decision-Making

One of the purposes of this document is aid community leaders in decision-making. In doing this, it is important to understand and respect the intended hierarchy of guidance embodied in this report. It is critically important that all decisions that affect the fate and structure of our community be consistent with and supportive of our collective vision and underlying core values. Conversely, it is much less important that a community action match up perfectly with a specific working idea or mechanism. There are different ways to achieve the same goals; the specifics and details often must "flex" to match opportunities and resources; nonetheless, it is the expectation of the Vision Committee that decisions made by the Community Council or its assignees be made in full consideration of the tenets of this report.

The Four Essential Goals Expanded

The tabulations on pages 24 through 43 outline the key objectives, "to do" items (strategies) and initial working ideas for each of the four essential goals (dynamic business district, best use of assets, improved image and identity, and neighborhood support network). Each of these components has a role in achieving our vision of a great future for Pleasant Ridge.

GOAL I : Make the Pleasant Ridge Business District a Dynamic Attraction for Customers and Businesses

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Improve Appearance of the Neighborhood Business District (NBD)</p>	<p><input type="checkbox"/> Strive for village atmosphere and unmistakable sense of place</p>	<ul style="list-style-type: none"> - revisit and update the 1990 urban design plan - emphasize pedestrian movement and safety - look for ways to incorporate complimentary office and residential uses into core business district or fringe - rework and reintroduce streetscape amenities - maintain and improve scale, attractiveness and comfort level of business district - consider notable gateways at north and south ends of district on Montgomery Road; Ridge Road also - configure roadway and parking improvements so they are consistent with NBD/village scale and design elements
	<p><input type="checkbox"/> Make building facade improvements</p>	<ul style="list-style-type: none"> - work with, not against, variety of structures in NBD - consider options for more color - highlight landmarks - need to address awnings - repoint masonry

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Improve building and property maintenance	<ul style="list-style-type: none"> - communicate with and help owners - paint - masonry - gutters - mothballed buildings
	<input type="checkbox"/> Improve building signage and lighting	<ul style="list-style-type: none"> - greater visibility and aesthetic appeal - conform to community guidelines (e.g., EQUAD), but encourage creativity and diversity - coordinate with facade program - account for both daytime and nighttime needs
	<input type="checkbox"/> Refurbish streetscape plantings	<ul style="list-style-type: none"> - establish simple plan (cohesive but flexible) - consider removal of some trees, replacement with shrubs or different trees - reassess "missing" trees - need to address tree grate problem - consider flowers as a bigger element - provide for year-round tree lighting
	<input type="checkbox"/> Make sidewalk repairs	<ul style="list-style-type: none"> - repair broken sections - repair old metal cellar doors - review barrier and safety issues - consider alternative materials at crosswalks

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Keep the NBD free of litter, debris, weeds and graffiti	<ul style="list-style-type: none"> - better/more attractive/more numerous receptacles (in progress) - anti-litter campaign - monthly cleanup
Improve Business Development	<input type="checkbox"/> Maximize use of existing commercial space	<ul style="list-style-type: none"> - identify limitations to use - make space attractive - develop second story offices - target better uses (e.g., theater)
	<input type="checkbox"/> Create new retail, office and other commercial space, as well as new residential space	<ul style="list-style-type: none"> - target sites for new construction/redevelopment - communicate with development community - review zoning limitations and needed changes - structure for village goal - supply new on-site customers - improve second-story use - look at new construction "bookends" of office and/or residential high density use
	<input type="checkbox"/> Recruit customers and retail businesses	<ul style="list-style-type: none"> - better mix as an attraction (balance destination and convenience operations) - targeted recruitment - better print media coverage - create and maintain web page - better signage - NBD brochure (<i>done</i>)

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Improve Parking for Core Business Area</p>	<p><input type="checkbox"/> Establish parking plan</p>	<ul style="list-style-type: none"> - inventory existing parking (public and private) - assess current and future needs - optimize on-street/in-front parking - establish perimeter parking - encourage shared parking
	<p><input type="checkbox"/> Improve signage for public parking</p>	<ul style="list-style-type: none"> - aesthetically beneficial to NBD (and all same), but easy to see/pick out - provide effective lighting
	<p><input type="checkbox"/> Improve parking management</p>	<ul style="list-style-type: none"> - review metering strategy - clean and maintain parking areas - assess safety/lighting issues
<p>Improve Pedestrian Environment in Business District</p>	<p><input type="checkbox"/> Reduce traffic speed through business district</p>	<ul style="list-style-type: none"> - enforce posted speed - consider traffic calming strategies - integrate with parking and streetscape programs
	<p><input type="checkbox"/> Improve ingress/egress conditions (make sidewalk more continuous)</p>	<ul style="list-style-type: none"> - consolidate or eliminate curb cuts in critical areas - assess visibility/safety issues - integrate with parking and streetscape programs
	<p><input type="checkbox"/> Improve pedestrian safety and movement at key intersections and crosswalks</p>	<ul style="list-style-type: none"> - better defined crosswalks (pavers; lighting; paint; relief?) - longer "walk light" time - street lighting that makes pedestrians more visible in street at night - reduce auto speeds at "walking" intersections

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Develop a Coherent Transportation and Traffic Plan</p>	<p><input type="checkbox"/> Establish NBD and larger community needs for transportation</p>	<ul style="list-style-type: none"> - consider all modes (car, bus, bike, walk) - sort out through-community vs. to-or-within community needs - identify ways to support NBD goals for scale, safety, pedestrian comfort and delivery of customers
	<p><input type="checkbox"/> Establish street and intersection improvement plan</p>	<ul style="list-style-type: none"> - support NBD and larger community goals - account for external needs as well as local constraints - work from plan rather than spot project approach - integrate with on-street parking study
	<p><input type="checkbox"/> Make bicycle use easier, safer</p>	<ul style="list-style-type: none"> - incorporate bicycle safety improvements in key routes - provide bike racks in core NBD - coordinate with city bike plan
	<p><input type="checkbox"/> Make walking easier, safer</p>	<ul style="list-style-type: none"> - see pedestrian ideas elsewhere
	<p><input type="checkbox"/> Optimize transit service</p>	<ul style="list-style-type: none"> - improve visibility, function and attractiveness of bus stops in core NBD - coordinate streetscape improvements with bus issues - evaluate pending mass transit options for I-71 corridor for fit with NBD and larger community goals

GOAL II : Make Best Use of Community Assets

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Optimize Use of Lands and Facilities</p>	<p><input type="checkbox"/> Conduct inventory</p>	<ul style="list-style-type: none"> - review land use - identify "available" parcels - include recreational and green space, buildings and facilities, housing resources in inventory (including low income housing needs) - why do: key marketing and strategic information
	<p><input type="checkbox"/> Identify critical issues</p>	<ul style="list-style-type: none"> - community-wide issues (e.g., lack of large recreational fields) - site-specific issues (e.g., Medicaid moving out) - housing needs assesment - recreational needs - demographic and economic issues (seniors, singles, families), especially related to housing

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Develop comprehensive strategy (map and database)	<ul style="list-style-type: none"> - bring together land use and building/facilities use - clearly identify desired land use (near-term and long-term) - link future land use to larger goals and vision - outline target uses for specific buildings and facilities - include housing and livability analysis - assess limitations of existing zoning - identify implementation and enforcement strategy - produce "pocket document" that clearly communicates plan in summary form (graphics)
<p>Develop Community Leadership</p>	<input type="checkbox"/> Identify leadership pool and recruit possible leaders	<ul style="list-style-type: none"> - initial core group - broad representation - past and present actives - wide skill/interest range - persons new to community - retirees - businesspersons - strive for diversity (social, economic, ethnic, geographic) - get word out on regular basis

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Initiate leadership training	<ul style="list-style-type: none"> - conduct with intentionally diverse group - "Cincinnati Leadership" example - half-day workshop - how to work together; consensus building - community capacity building - meet City officials - tour neighborhood - review community issues - tap into community resources - make it a notable and recurring event (maybe every other year) - involve spouses
	<input type="checkbox"/> Communicate with the community	<ul style="list-style-type: none"> - enhance communication and participation - contact newcomers to neighborhood (including businesses) - list newcomers in <i>Informant</i> - keep track of special talent and needs - retool <i>Pink Pages</i> - articles on leadership opportunities in <i>Informant</i>

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Enhance Role of Institutional Assets</p>	<p><input type="checkbox"/> Make churches an even more integral part of community</p>	<p>Improve communication and understanding</p> <ul style="list-style-type: none"> - reestablish lines of communication - understand where each church is heading and how they see role in community - communicate church news in <i>Informant</i> -communicate community news in church mailings <p>Link to church resources</p> <ul style="list-style-type: none"> - identify where churches can and want to help regarding community needs - benefit both church and community - identify social services provided by churches and link efforts for most effective community results - utilize church membership lists to solicit input and opinion, especially viewpoints of non-residents <p>Involve churches in community</p> <ul style="list-style-type: none"> - involve churches in new and different ways - look for meaningful secular activities - link newcomers with church community

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<p><input type="checkbox"/> Re-establish first-rate neighborhood public school</p>	<p>Support community involvement in betterment of Pleasant Ridge school</p> <ul style="list-style-type: none"> - support of STARS and Host programs - regular information in <i>Informant</i> - educate residents and businesses - seek new avenues of community involvement to enhance what goes on in public school - establish performance expectations: try to match school results with community ideals - address magnet school "skimming" issue <p>Enhance site/infrastructure</p> <ul style="list-style-type: none"> - grounds/landscaping - site perimeter - streetscape/sidewalk - bus area/student drop-off - work with City, CBE, STARS, and school PTA/administration - highlight architecture/history

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
		<p>Establish true neighborhood school</p> <ul style="list-style-type: none"> - become involved in CBE strategic planning; have CBE take into account community needs - put "neighborhood" back in school; strengthen neighborhood commitment to school - establish good public school option within walking distance - talk with school administration - make desires known to CBE - involve elected officials - educate public - use media/<i>Informant</i> - piggyback on STARS effort - benchmark other neighborhood school successes
	<p><input type="checkbox"/> Enhance visibility and status of library</p>	<ul style="list-style-type: none"> - physical exterior needs (plantings, painting, sidewalk/steps, streetscape issues, lighting) - use of meeting space - highlight architecture/history and landmark aspects (make repository for community history?) - encourage expanded role in community involvement

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Expand role and value of community center	<ul style="list-style-type: none"> - get community council and business community actively involved - work closely with CRC staff - improve parking and access - get real site planning underway for external site - greenspace enhancement (playground needs) - non-traditional uses - educate via <i>Informant</i> - site perimeter needs - coordinate on recreational needs/facilities - make facilities and programs available for typical neighborhood kid; service to all residents should be a priority
	<input type="checkbox"/> Support needs of Nativity school	<ul style="list-style-type: none"> - expand past successes beyond Nativity network - consider long-term site needs - tie in to capital enhancement strategy; leverage resources - communicate church and school news - maintain dialogue
Embrace Diversity as a Community Strength	<input type="checkbox"/> Involve all people	<ul style="list-style-type: none"> - improve leadership diversity - open up opportunities to involve people based on their interests and skills - plan for diversity - bring in "forgotten" areas (economic, racial, cultural)

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Educate the larger community	- get the word out - provide different ways to interact with each other - consider cultural festival - block parties and personal interaction

GOAL III : Improve Our Community Image and Identity

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
Eliminate Barriers to Cohesion	<input type="checkbox"/> Establish single zip code for all of Pleasant Ridge	- overcome north/south split - work with post office and elected officials
	<input type="checkbox"/> Complete coverage for newsletter and community mailings	- all should receive mailings - cost/funding issues
	<input type="checkbox"/> Educate on community boundaries	- more extensive signage - banners - articles in <i>Informant</i>
Encourage Community Events	<input type="checkbox"/> Maintain and enhance or expand existing major events	- Ridge Day - Annual merchant sale - Pleasant Ridge Stroll - Nativity Festival
	<input type="checkbox"/> Develop new events to fill in gaps	- size, season, location gaps - need <i>big</i> all Pleasant Ridge event: market for visibility in the metro area - Pleasant Ridge school festival (maybe partner with Pleasant Ridge Presbyterian Church) - sidewalk or late night sales in business district - City Concert in Park at Community Center - holiday house tours - Clean-up Ridge Day

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Create a Pedestrian-Friendly Neighborhood</p>	<p><input type="checkbox"/> Implement traffic calming strategies</p>	<ul style="list-style-type: none"> - lower posted speeds - better enforcement - make street and intersection improvements incorporate traffic calming elements - look at long-term strategies in business district - consider scale of business district in planning street improvements - improve crosswalk situations
	<p><input type="checkbox"/> Improve pedestrian "feel" in business district</p>	<ul style="list-style-type: none"> - wider sidewalks where changes are proposed - better isolation from fast traffic on Ridge and Montgomery - more pedestrian details and amenities (benches, bus shelters, planters) - provide bike parking - encourage storefront/sidewalk activity - deal with graffiti and litter control issues quickly - provide more trash receptacles - replace trees and plantings - provide adequate lighting - keep sidewalks in good repair

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Encourage business mix that fits pedestrian environment	<ul style="list-style-type: none"> - hobby/ leisure stores - arts/antiques/collectibles - more restaurants and entertainment/evening businesses - intersperse service businesses so exposure is maximized
Improve Communications and Public Awareness	<input type="checkbox"/> Enhance role of technology	<ul style="list-style-type: none"> - facilitate public information flow through Internet - connect residents and institutions to each other - use external resources to provide technology to the community
	<input type="checkbox"/> Brochures for realtors	<ul style="list-style-type: none"> - simple but exciting - communicate community values and long range vision - plan for updates
	<input type="checkbox"/> Better use of <i>Informant</i>	<ul style="list-style-type: none"> - monthly - distributed to all - include crime reports - features on businesses and people - identify and welcome new homeowners and businesses - includes comprehensive calendar of events
	<input type="checkbox"/> "Welcome" packages for new homeowners	<ul style="list-style-type: none"> - latest issue of <i>Informant</i> - neighborhood map - directory of businesses, churches, etc. - local programs and activities - ways to get involved - list of community leaders

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Better media coverage	- press releases - "datebook" entries - suburban papers - "free" papers (<i>Eastside Weekend Newsmagazine</i> , etc.)
	<input type="checkbox"/> Improve signage and community identification	- Signs and banners - Gateways at four entrances to NBD on Montgomery and Ridge roads - Identifying design within McFarland Corner parking lot project
	<input type="checkbox"/> Public relations efforts	- community-wide fundraisers - sponsor trail in French Park - couple with other communities

GOAL IV : Develop a Neighborhood Service and Support Network

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
Create Partnerships among Support Organizations	<input type="checkbox"/> Identify service providers	<ul style="list-style-type: none"> - Head Start - public systems and agencies - schools - families - neighborhood agencies - recreation center - block clubs - neighborhood leaders - churches and extensions
	<input type="checkbox"/> Conduct service survey and program descriptions	<ul style="list-style-type: none"> - one-pager - phone follow-up - establish contacts - look for unmet needs
	<input type="checkbox"/> Create a continuum of services	<ul style="list-style-type: none"> - develop goals linking organizations - establish working agreements - integrate services for easier coordination and reduced duplication of effort
Adjust to Meet Seniors' Needs	<input type="checkbox"/> Identify needs	<ul style="list-style-type: none"> - consider recent retirees as well as elderly (need adult programs not exclusive to seniors) - demographic data - surveys - focus groups - church information - transportation needs

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Help provide appropriate housing mix	<ul style="list-style-type: none"> - incorporate in housing needs assessment - link to transportation and services needs - provide information to landlords and developers
	<input type="checkbox"/> Recruit businesses that seniors want	<ul style="list-style-type: none"> - sit-down restaurants - medical/dental - collectibles/thrift
	<input type="checkbox"/> Improve public transit	<ul style="list-style-type: none"> - more coverage - more frequent - make stops safer, more appealing, provide seating
	<input type="checkbox"/> Improve pedestrian safety and mobility	<ul style="list-style-type: none"> - make sidewalk repairs - encourage wider sidewalks with more separation from auto traffic - improve pedestrian movement at key intersections - make crosswalks more visible within street pavement
	<input type="checkbox"/> Create a mix of services and programs appealing to a more diverse seniors group	<ul style="list-style-type: none"> - fitness events - intergenerational activities - link church programs - well-rounded program to include nutrition, financial planning, travel, etc. - can we establish a senior center(Mariemont example)? - outline available resources for seniors on audio or video cassette (library)

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Provide for Needs of Indigent</p>	<p><input type="checkbox"/> Support The Caring Place cooperative network</p>	<ul style="list-style-type: none"> - communicate needs (<i>Informant</i> and church bulletins) - educate business community - include in public relations events - educate caregivers
	<p><input type="checkbox"/> Better outreach to needy</p>	<ul style="list-style-type: none"> - better utilize word-of-mouth network - help non-needy know what options are available
<p>Provide for Needs of Children and Parents</p>	<p><input type="checkbox"/> Improve public school performance</p>	<ul style="list-style-type: none"> - support STARS and tutoring/mentoring program - establish parent groups in the community support and service network: provide training on child rearing, resources, school issues, etc.
	<p><input type="checkbox"/> Make after school care more accessible/available</p>	<ul style="list-style-type: none"> - Nativity school as after school location - church programs - community rec center program is at capacity - educate public
	<p><input type="checkbox"/> Get best use of Community Rec Center for needs of children</p>	<ul style="list-style-type: none"> - consider relocating some of after school care so that rec use is possible for neighborhood kids
	<p><input type="checkbox"/> Better support for "lost" kids</p>	<ul style="list-style-type: none"> - fundraising for rec center memberships for needy kids - provide training for caregivers in dealing with challenging behavior - provide more opportunity for unrestricted "drop-in" time at the rec center for kids

VIII. Results of Public Input

Methods and Process

A community-wide public meeting on the draft report of the Vision Committee was held at the Pleasant Ridge Public Library on the evening of February 17. Postcards announcing the meeting were mailed (with the financial and physical assistance of the City of Cincinnati) to every household and business address in Pleasant Ridge. About 80 citizens attended, including residents, property owners, business persons and city representatives (sign-in sheets are included in Appendix A; it was noted that a number of people did not sign in). The attendance mix included both familiar and new faces representing a full range of prior involvement and interest in local government (*always* involved, *never* involved, *occasionally* involved).

Handout materials provided to each attendee included; 1) a list of Vision Committee members, 2) sheets outlining the proposed vision statement and underlying core values, and 3) a full copy of pages 24 through 43 of the draft report (goals, key objectives, "to do" list, working ideas).

Two brief presentations covering the basic provisions and development process of the draft plan were made, one at 7:15 and another at 8:15 pm. Following each presentation, those in attendance were invited to review and comment on information at four information tables (one for each of the four essential goals). Each table was equipped with a full copy of the text of the draft report and an enlarged copy of the tabulation of key objectives/ "to do" list/working ideas for one goal, and was staffed by two members of the Vision Committee to help answer questions and hear citizen comments. Blank comment forms were provided at each table. Also, Vision Committee members recorded other input, comments and follow up items on newsprint easel pads. Each table review session lasted 35 to 40 minutes, followed by a recap and question/answer session.

In order to help identify priorities and needs, each attendee was provided with four stick-on red "dots" that could be used to help tag those items that the individual felt were most important. The dots were placed on enlarged sheets at each information table. Attendees were instructed that they could place all of their dots on one spot if so desired, or could place anywhere in any combination they saw fit; it was clarified that dots could be placed anywhere in the range of specificity, from more general goals and objectives down to specific working ideas. Also, people were invited to mark up and comment on any part of the goals tabulation and draft report.

We had good, active participation by nearly all those who attended. We received good questions and constructive comments. More than 50 persons took the time to study the information presented and place dots in the areas they felt needed the most attention. Fourteen persons

provided written remarks on comment forms. Other persons provided conversational input which was noted on easel pads at each information station. Copies of all of these input items are provided in Appendix A of this document.

Results

Comments and input received at the public meeting were confirming to the basic approach and direction taken by the Vision Committee in addressing long-range strategies for Pleasant Ridge. Most comments gave good guidance and specific ideas on how to accomplish stated objectives and strategies; these will need to be followed up on by those work groups assigned to those tasks once priorities are established and resources allocated. There was agreement on the core elements of the work of the Vision Committee presented verbally (and on handouts) to those in attendance: the vision statement as a target for the future, the underlying core values, and the four goals essential to achieving the vision. No substantive corrections or editorial comments were received on the tabulation of key objectives and supporting elements.

We received valuable and enlightening input on what the public thinks are the most important needs of the community in targeting a great future. In review of priority "dots" placed by the public, the following preferences and opinion of priority need for key objectives stand out:

First Tier Objectives (most important)

- Improve neighborhood business district appearance (28% of all priority "dots")
- Create a pedestrian-friendly environment (12%)
- Improve neighborhood business development (10%)
- Re-establish first-rate neighborhood public school (8%)

Second Tier Objectives (important)

- Encourage community events (6%)
- Improve communications and public awareness (5%)
- Provide better support for children and parents (5%)
- Develop community leadership (5%)
- Embrace diversity as community strength (4%)
- Optimize use of lands and facilities (4%)

In considering the above results, the percentage values cannot be taken as hard and fast votes, but they are good indications of relative importance among those persons who attended the meeting. The tier groupings noted above reflect only general observations, and are not the result of detailed

analysis. The results reported for the "public school" include dots placed under both Goal II and Goal IV, both of which include very specific provisions regarding the Pleasant Ridge School. Otherwise, the results reported above do not consolidate results where goals and objectives may be interpreted as overlapping; the results are reported by single key objective as outlined on pages 24 through 43, including all those dots placed directly "on" that objective or "under" that objective (such as on a supporting "to do" item or working idea). Overlap among goals and objectives does occur, however, in practical application, and should be considered in implementation. For example, if all dots that might pertain to "pedestrian-friendly environment" were collected among several goals and objectives, the percentage reported above would be in the 14 to 16 % range (as compared to the 12 % value reported above), and possibly higher. Similarly, "develop community leadership" might be viewed as in the 8 to 10 % range (compared to 5 % reported above). These overlap characteristics demand careful consideration and cautious interpretation of the preference data collected from the public.

Regarding priorities among the four basic goals recommended by the Vision Committee, the public offered the following "vote", again based on placement and distribution of priority "dots":

- 43 % of all priority dots were placed under Goal I (*Make Business District A Dynamic Attraction*).
- Goal II (*Community Assets*) and Goal III (*Community Image and Identity*) each received 23 % of all dots.
- Goal IV (*Neighborhood Service and Support Network*) received 11% of all priority dots.

In review of these broad trends expressed among the four goals, clarity and tangibility may have influenced, to some extent, the distribution of priority "dots". To explain, most persons would likely find it easier to understand or visualize what Goal I might mean than they would Goal IV and, therefore, might be more likely to place their dots on a goal they perceive as more "real". (In fact, the above goal ranking could well represent descending order of tangibility for a typical cross section of people). Again, this points to the need for careful and cautious use of the priority information obtained from the public.

IX. Recommendations and Next Steps

Comment on Direction Received from Public

The Vision Committee's observations and comment regarding the results of the public input meeting include the following:

- It was exciting to see interest and enthusiasm regarding the future of our community.
- We were reassured by the public's general confirmation of the direction established by the draft report.
- Judging from public interaction and response, we feel that our vision for Pleasant Ridge (including goals and values) is sound, healthy, and appropriately developed.
- It is apparent that the public wants, needs and expects good communication and a reasonable opportunity for involvement in the decision-making process.
- We feel that all of the major parts of our recommended strategy (the four goals, supporting key objectives) are important; it is, therefore, difficult to rank or prioritize specific actions.
- Things that can be seen, felt or easily imagined seemed to receive the greatest attention from the commenting public (especially including complaint-type issues), but other less tangible issues are just as important to the long-term success of the community, and must not be overlooked in the Community Council's priority setting process.

General Recommendations: A List Of Guiding Principles

In discussion of the development of a document to deliver to the Community Council, including incorporation of public input and comment, the Vision Committee identified several general, overarching recommendations. These general recommendations, offered for use as "Guiding Principles" in implementation and application of this strategic plan for Pleasant Ridge, are intended to give perspective and focus to we do business as a community in working toward a common vision. Our recommendations for Guiding Principles are as follows:

- **Consider this plan as guidance, not a detailed blueprint.** Our scope and mission was not to develop detailed plans for each detail that needs action in our community, but rather

an overall view of what issues need to be addressed and how various pieces might best fit together.

- **Both the Community Council and city officials need to view this plan as a charge of responsibility.** The key elements of this long term plan need to be considered in everyday decision-making by both the Pleasant Ridge Community Council (and its committees and extensions) and the City of Cincinnati Council (and its committees and administrative extensions and departments).
- **Promote good communication.** Our best chance for community success and maximization of resources relies on purposeful and proactive communication, and that communication effort must educate, update, listen and respond in a responsible manner.
- **Self-evaluate and incorporate change.** The community leadership must periodically (annually is suggested) take measure of its efforts in progressing toward the goals and vision outlined in this plan, and consider successes and shortcomings in making changes in priorities and implementation strategies.
- **Look for new ways to achieve goals.** The community leadership will need to encourage creativity in identifying specific solutions and strategies.
- **Keep goals, values and vision on table and visible.** The key elements of this plan need to be made a functional part of the day-to-day decision-making process within the community.
- **Work at involving as many people as possible.** Energy, creativity, leadership and support all rely on involvement.

Recommended Initial Priorities for Action

Based on a review of public input, consideration of the vision development and goal setting process and a look back at the core values that make Pleasant Ridge a great community with an even greater potential, the Vision Committee has identified one key objective within each of the four major goals as recommended as priority for initial action by the Community Council:

Goal	Priority Key Objective
<p>Goal I. Make the Pleasant Ridge Business District a Dynamic Attraction for Customers and Businesses</p>	<p><i>Improve Appearance of the the Neighborhood Business District</i></p> <ul style="list-style-type: none"> • <i>village atmosphere</i> • <i>facade improvements</i> • <i>property maintenance</i> • <i>signage and lighting</i> • <i>streetscape</i> • <i>sidewalk repairs</i> • <i>trash and litter control</i>
<p>Goal II. Make Best Use of Community Assets</p>	<p><i>Enhance Role of Institutional Assets</i></p> <ul style="list-style-type: none"> • <i>churches as part of community</i> • <i>re-establish first-rate public school⁵</i> • <i>enhance library</i> • <i>expand role of Community Center</i> • <i>support needs of Nativity School</i>
<p>Goal III. Improve Our Community Image and Identity</p>	<p><i>Create a Pedestrian-Friendly Neighborhood</i></p> <ul style="list-style-type: none"> • <i>traffic calming</i> • <i>pedestrian "feel" in NBD</i> • <i>pedestrian business mix</i>
<p>Goal IV. Develop a Neighborhood Service and Support Network</p>	<p><i>Provide for Needs of Parents and Children</i></p> <ul style="list-style-type: none"> • <i>public school performance</i> • <i>after school care</i> • <i>best use of Rec Center</i> • <i>support for "lost" kids</i>

For Goal I, improving the NBD appearance stands out as the immediate need among key objectives. Improving the NBD's visual appeal and sense of place and aesthetic will have far reaching effects in achieving other key objectives.

For Goal II, the committee feels that efforts needed to re-establish a true neighborhood school, one that is viewed as a real asset and viable option for primary school education by the entire cross-section of the community, is clearly the stand-out priority. Great improvements have already been made through the STARS program and other efforts, but a broader approach on

⁵ Special priority is given to public school needs within this key objective.

various levels can carry the vision for this important community asset further. A key element that can be well supported by the Community Council is direct and regular communication with the Cincinnati School Board.

For Goal III, the Vision Committee recommends that specific efforts be made to enhance the pedestrian elements of the neighborhood and NBD can be the most lasting and effective way to improve our internal and external image. An active pedestrian environment can help business, creates involvement and personal connectivity, helps monitor and intercept problems in a positive way, and can become the signature aspect of the community.

For Goal IV, it is clear that many families in Pleasant Ridge need help in fulfilling responsibilities as parents and children. Without active involvement in assessing needs and solutions, the resources of the community can be misused or misapplied (for example, use of all available rec center capacity for after school care rather than recreational needs).

Recommended Community Council Action

The following next steps are recommended regarding Community Council action:

- **Adoption.** The Community Council needs to formally adopt the *Report of the Vision Committee* and incorporate its recommendations in its business of guiding the community, and communicate the same to the Cincinnati City Council and its agencies, including submittal of the adopted plan to the City Planning Department for acceptance.
- **Assignments.** The Community Council needs to make committee assignments for beginning work on priority items, including enlisting leadership and recruiting other participants, and must seek the expertise and input of key stakeholders.
- **Advocacy.** The Community Council needs to establish an advisory committee that can stand as an advocate for the provisions of this report, so that council's actions and approach in leading the community will keep the values and vision of the community out front and in the open and a primary component in decision-making.
- **Assimilation.** The Community Council must take specific measures to help key elements and expectations of *The Report of the Vision Committee* be absorbed and incorporated into the fabric of the community through communication, coordination, leadership and outcome; it is recommended that this take the form of a simple implementation plan prepared by Council, including coordination with CNAS and other city agencies for reconciliation of project requests and other support items.

Additional Recommendations

The Vision Committee has additional recommendations regarding the evolution and future evaluation of the work it has completed and submitted to Community Council.

Communication. It is worth repeating that the Community Council cannot successfully undertake the provisions of this report without comprehensive and meaningful communication with its citizenry and stakeholders. It is recommended that important decisions and leadership actions be framed in the context of the values, goals and vision of the community.

Assessment of Performance. It is recommended that the Community Council conduct an annual assessment of progress toward achieving goals and key objectives outlined in this report and augmented by Council's implementation plan.

Revisit and Renewal. It is recommended that *The Report Of the Vision Committee* be adopted as a ten year plan, with a specific revisit and renewal action to occur in Year 5 after adoption. It is anticipated that this revisit would confirm the values and vision of the community, review progress to date, specifically reassess the goals and key objectives, communicate with the public and key stakeholders, and ultimately make appropriate updates to the basic plan for adoption by the Community Council.

APPENDIX A

RESULTS OF PUBLIC INPUT

Pleasant Ridge Vision Meeting Attendance Log
February 17, 1998
 (please print)

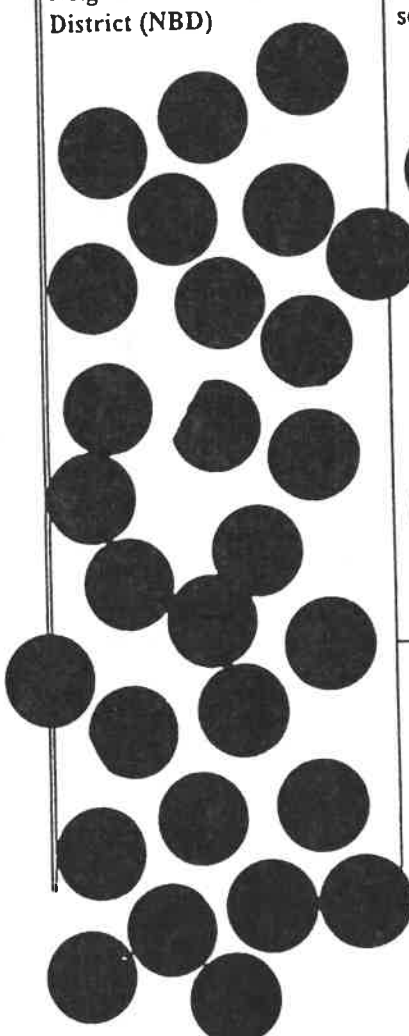
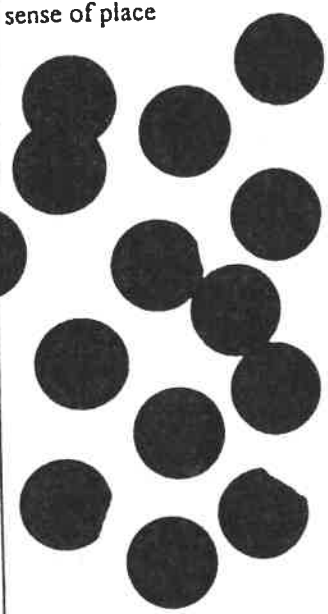
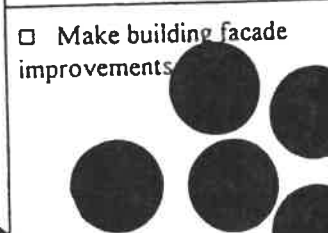
<u>Name</u>	<u>Address</u>	<u>Phone #</u>	<u>Fax #</u>
Travis Hoodin	6215 Grand Vista	351-9661	
Caroline Kellam	6204 Orchard Lane	—	
Ben Roche	2832 Cortez Ave		
Jamie Valentine	3111 Parkview	351-2925	351-0395
Denise Hovey	5824 Ridge Ave	631-6562	
Bob ...	6311 ...	531-...	
Sherril Deming	6324 Barkman Bl.	731-3200	731-2418
Don Newberry	6063 Parkman	631-3273	326-2380
Aladya Kyle	5626 Ridge	731-9679	
Roland Kyle	5626 Ridge	731-9679	
JEFF GATICA	CITY - ECON. DEV.	352-6259	
NANCY CAMERON	3342 ARROW	731-1766	
Paul Brinker	5931 PALMORA	351-5005	
Robbie R. Ayers	2825 Langdon Farm	351-7660	
Brian Westfall	6237 Boca Vista Place	569-7511	569-7677


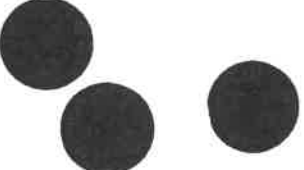

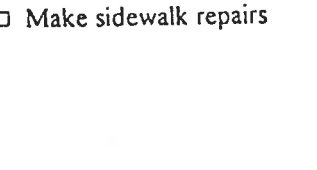
<u>Name</u>	<u>Address</u>	<u>Phone #</u>	<u>Fax #</u>
R D	6099 Montgomery	731-7336	731-7536
G. Schlegel	6104 Montgomery	631-6977	
JAMES E. TRUSCHMAN	6138 WOODMONT	531-3060	
JUDY DAVIS	5834 PANDORA AVE	351-7031	
PATRICK PARLICK	2522 RIDGECLIFF AVE.	351-9775	841-4019
MICHAEL J. LONG	6421 RIDGE	841-1230	
Amy M Elfner	3238 Harvest Ave	631-2848	
Eric Elfner	" " "	631-2848	
Charles Wilkins	3160 Schubert	841-1566	
Kathy Shann	CRC	731-7894	731-0461
Ellen Pinchase	3139 Bellewood	841-1273	
Nancy Sheridan	6740 Kincaid Rd.	351-3158	351-3590
BETTO CORBO	6132 FAIRWAY	351-0517	
ALL SANDQUIST	6123 FAIRWAY	631-7590	761-3811
Bob & Betty Hegarty	1236 Lusk	351-1284	

<u>Name</u>	<u>Address</u>	<u>Phone #</u>	<u>Fax #</u>
Thomas A. Choquette	6151 Fairway Dr.	531-0567	
TOM MULLAWAY	6096 Montgomery	731-1400	458-6137
GERRI LILLY	6504 RIDGE CIR.	531-0076	
Ann O'Donnell	2728 Ryeview	351-7657	
Karen Saunders	6156 Emerald Vista	731-8304	
Dorothy Fisher	3697 Lansdowne	891-8430	
Mary Ray	6230 Orchard	351-6304	
Mark Whittenburg	6126 Webbland Pl.	396-6126	
GREG MCCART	6508 BLUERIDGE	531-1334	
LINDA GLASER	6313 KINCAID RD	531-3733	985-9879
JERRY JASPERIS	6298 KINCAID	631-1591	331-2091
Gladys WARREN	6269 Carthage Ave	731-0877	
Nancy Record	6214 Robison Rd	351-7420	
Beth Sullenger	6136 Tulane Rd	531-5488	
Lorrie Burtelsen	6161 Dryden Ave	731-0121	

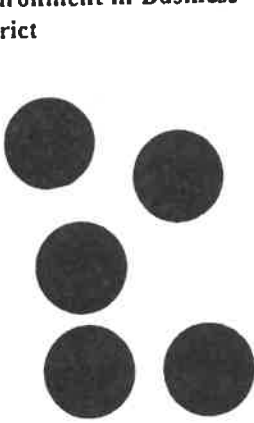
<u>Name</u>	<u>Address</u>	<u>Phone #</u>	<u>Fax #</u>
Neil Mitchell	316 Esther	531-4010	
Chris Goetze	6218 Englewood Ave	351-8637	
Tom Verkamp	6013 Montgomery Rd	531-6846	
Monica Vlspravi	4127 Fairway Dr.	531-6009	531-6885
Carl Boeckman	5700 Maumee Ln	731-2614	
Bill Hagerly	6289 Kinross Rd.	731-4181	
Tom Hagerly	2546 Ridgecliffe	631-2640	
Connie Kaup	5704 Abelia Ct	531-9003	
Kathy Allen	2543 Layton Farm Rd	351-5785	
Hellian Hunter	2726 Silverleaf Ave	396-7763	
Dave Ginter	5826 Pandora Ave	351-4828	731-8930
PHILIP TWOREK	2900 CORTELYOU PL.	631-8904	
Felix Bere	City Planning Dept	352-4846	352-4853
Roy PARSONS	3273 BEREDITH Rd	531 9720	
NE Brinkman	3343 Aeraw Ave	731-3688	

GOAL I : Make the Pleasant Ridge Business District a Dynamic Attraction for Customers and Businesses

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Improve Appearance of the Neighborhood Business District (NBD)</p> 	<p><input type="checkbox"/> Strive for village atmosphere and unmistakable sense of place</p> 	<ul style="list-style-type: none"> - revisit and update the 1990 urban design plan - emphasize pedestrian movement and safety - look for ways to incorporate complimentary office and residential uses into core business district or fringe - rework and reintroduce streetscape amenities - maintain and improve scale, attractiveness and comfort level of business district - consider notable gateways at north and south ends of district on Montgomery Road; Ridge Road also - configure roadway and parking improvements so they are consistent with NBD/village scale and design elements
	<p><input type="checkbox"/> Make building facade improvements</p> 	<ul style="list-style-type: none"> - work with, not against, variety of structures in NBD - consider options for more color - highlight landmarks - need to address awnings - repoint masonry

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Improve building and property maintenance 	<ul style="list-style-type: none"> - communicate with and help owners - paint - masonry - gutters - mothballed buildings
	<input type="checkbox"/> Improve building signage and lighting 	<ul style="list-style-type: none"> - greater visibility and aesthetic appeal - conform to community guidelines (e.g., EQUAD), but encourage creativity and diversity - coordinate with facade program - account for both daytime and nighttime needs
	<input type="checkbox"/> Refurbish streetscape plantings 	<ul style="list-style-type: none"> - establish simple plan (cohesive but flexible) - consider removal of some trees, replacement with shrubs or different trees - reassess "missing" trees - need to address tree grate problem - consider flowers as a bigger element - provide for year-round tree lighting
	<input type="checkbox"/> Make sidewalk repairs 	<ul style="list-style-type: none"> - repair broken sections - repair old metal cellar doors - review barrier and safety issues - consider alternative materials at crosswalks

Key Objective	"To Do"	Working Ideas
	<input type="checkbox"/> Keep the NBD free of litter, debris, weeds and graffiti	better/more attractive/more numerous receptacles (in progress) - anti-litter campaign - monthly cleanup
Improve Business Development	<input type="checkbox"/> Maximize use of existing commercial space	- identify limitations to use - make space attractive - develop second story offices - target better uses (e.g., theater)
	<input type="checkbox"/> Create new retail, office and other commercial space, as well as new residential space	- target sites for new construction/redevelopment - communicate with development community - review zoning limitations and needed changes - structure for village goal - supply new on-site customers - improve second-story use - look at new construction "bookends" of office and/or residential high density use
	<input type="checkbox"/> Recruit customers and retail businesses	- better mix as an attraction (balance destination and convenience operations) - targeted recruitment - better print media coverage - create and maintain web page - better signage - NBD brochure (done)

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Improve Parking for Core Business Area</p>	<p><input type="checkbox"/> Establish parking plan</p>	<ul style="list-style-type: none"> - inventory existing parking (public and private) - assess current and future needs - optimize on-street/in-front parking - establish perimeter parking - encourage shared parking
	<p><input type="checkbox"/> Improve signage for public parking</p>	<ul style="list-style-type: none"> - aesthetically beneficial to NBD (and all same), but easy to see/pick out - provide effective lighting
	<p><input type="checkbox"/> Improve parking management</p>	<ul style="list-style-type: none"> - review metering strategy - clean and maintain parking areas - assess safety/lighting issues
<p>Improve Pedestrian Environment in Business District</p> 	<p><input type="checkbox"/> Reduce traffic speed through business district</p>	<ul style="list-style-type: none"> - enforce posted speed - consider traffic calming strategies - integrate with parking and streetscape programs
	<p><input type="checkbox"/> Improve ingress/egress conditions (make sidewalk more continuous)</p>	<ul style="list-style-type: none"> - consolidate or eliminate curb cuts in critical areas - assess visibility/safety issues - integrate with parking and streetscape programs
	<p><input type="checkbox"/> Improve pedestrian safety and movement at key intersections and crosswalks</p>	<ul style="list-style-type: none"> - better defined crosswalks (pavers; lighting; paint; relief?) - longer "walk light" time - street lighting that makes pedestrians more visible in street at night - reduce auto speeds at "walking" intersections

VISION PLAN
SUGGESTIONS

Help improve looks of
Old Country Restaurant!
The food is wonderful!

VISION PLAN
SUGGESTIONS

STOP FOR RAO
LIGHTS.

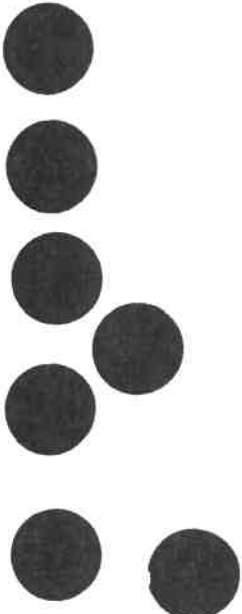
VISION PLAN
SUGGESTIONS

A great starting point,
in my opinion, is to
clean up the Ridge. There
is more litter (paper,
food stuff, bottles, etc)
lying around. It's
hard to feel proud.

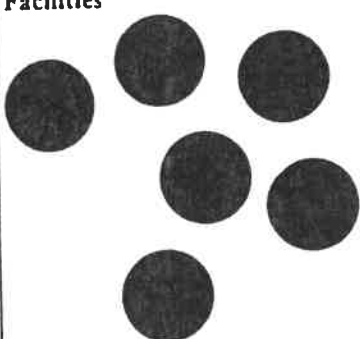

R. J. LANDMARK

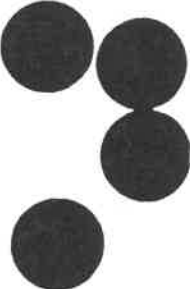
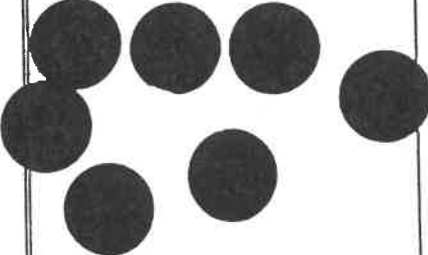

I would like
to be proud to
live in P.R.
The litter and
mothballed
buildings are




embarrassing.



<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Develop a Coherent Transportation and Traffic Plan</p> 	<input type="checkbox"/> Establish NBD and larger community needs for transportation	<ul style="list-style-type: none"> - consider all modes (car, bus, bike, walk) - sort out through-community vs. to-or-within community needs - identify ways to support NBD goals for scale, safety, pedestrian comfort and delivery of customers
	<input type="checkbox"/> Establish street and intersection improvement plan	<ul style="list-style-type: none"> - support NBD and larger community goals - account for external needs as well as local constraints - work from plan rather than spot project approach - integrate with on-street parking study
	<input type="checkbox"/> Make bicycle use easier, safer	<ul style="list-style-type: none"> - incorporate bicycle safety improvements in key routes - provide bike racks in core NBD - coordinate with city bike plan
	<input type="checkbox"/> Make walking easier, safer	<ul style="list-style-type: none"> - see pedestrian ideas elsewhere
	<input type="checkbox"/> Optimize transit service	<ul style="list-style-type: none"> - improve visibility, function and attractiveness of bus stops in core NBD - coordinate streetscape improvements with bus issues - evaluate pending mass transit options for I-71 corridor for fit with NBD and larger community goals

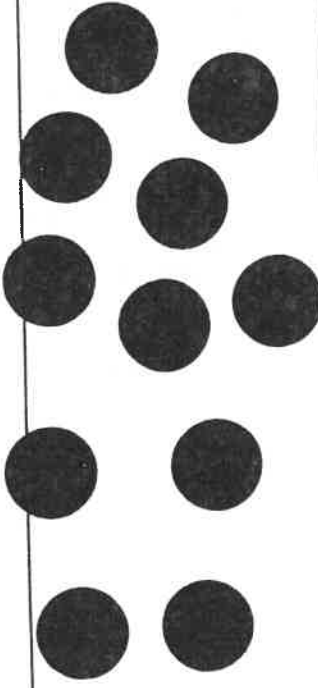
GOAL II : Make Best Use of Community Assets



<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Optimize Use of Lands and Facilities</p> 	<p><input type="checkbox"/> Conduct inventory</p> <p><input type="checkbox"/> Identify critical issues</p> 	<ul style="list-style-type: none"> - review land use - identify "available" parcels - include recreational and green space, buildings and facilities, housing resources in inventory (including low income housing needs) - why do: key marketing and strategic information <ul style="list-style-type: none"> - community-wide issues (e.g., lack of large recreational fields) - site-specific issues (e.g., Medicaid moving out) - housing needs assesment - recreational needs - demographic and economic issues (seniors, singles, families), especially related to housing





Key Objective	"To Do" List	Working Ideas
	<p><input type="checkbox"/> Develop comprehensive strategy (map and database)</p> 	<ul style="list-style-type: none"> - bring together land use and building/facilities use - clearly identify desired land use (near-term and long-term) - link future land use to larger goals and vision - outline target uses for specific buildings and facilities - include housing and livability analysis - assess limitations of existing zoning - identify implementation and enforcement strategy - produce "pocket document" that clearly communicates plan in summary form (graphics)
<p>Develop Community Leadership</p> 	<p><input type="checkbox"/> Identify leadership pool and recruit possible leaders</p> 	<ul style="list-style-type: none"> - initial core group - broad representation - past and present actives - wide skill/interest range - persons new to community - retirees - businesspersons - strive for diversity (social, economic, ethnic, geographic) - get word out on regular basis


Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Initiate leadership training 	<ul style="list-style-type: none"> - conduct with intentionally diverse group - "Cincinnati Leadership" example - half-day workshop - how to work together; consensus building - community capacity building - meet City officials - tour neighborhood - review community issues - tap into community resources - make it a notable and recurring event (maybe every other year) - involve spouses
	<input type="checkbox"/> Communicate with the community  	<ul style="list-style-type: none"> - enhance communication and participation - contact newcomers to neighborhood (including businesses) - list newcomers in <i>Informant</i> - keep track of special talent and needs - retool <i>Pink Pages</i> - articles on leadership opportunities in <i>Informant</i>

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
<p>Enhance Role of Institutional Assets</p> 	<p><input type="checkbox"/> Make churches an even more integral part of community</p> 	<p>Improve communication and understanding</p> <ul style="list-style-type: none"> - reestablish lines of communication - understand where each church is heading and how they see role in community - communicate church news in <i>Informant</i> - communicate community news in church mailings <p>Link to church resources</p> <ul style="list-style-type: none"> - identify where churches can and want to help regarding community needs - benefit both church and community - identify social services provided by churches and link efforts for most effective community results - utilize church membership lists to solicit input and opinion, especially viewpoints of non-residents <p>Involve churches in community</p> <ul style="list-style-type: none"> - involve churches in new and different ways - look for meaningful secular activities - link newcomers with church community

Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Re-establish first-rate neighborhood public school 	<p>Support community involvement in betterment of Pleasant Ridge school</p> <ul style="list-style-type: none"> - support of STARS and Host programs - regular information in <i>Informant</i> - educate residents and businesses - seek new avenues of community involvement to enhance what goes on in public school - establish performance expectations: try to match school results with community ideals - address magnet school "skimming" issue <hr/> <p>Enhance site/infrastructure</p> <ul style="list-style-type: none"> - grounds/landscaping - site perimeter - streetscape/sidewalk - bus area/student drop-off - work with City, CBE, STARS, and school PTA/administration - highlight architecture/history

Key Objective	"To Do" List	Working Ideas
		<p>Establish true neighborhood school</p> <ul style="list-style-type: none"> - become involved in CBE strategic planning; have CBE take into account community needs - put "neighborhood" back in school; strengthen neighborhood commitment to school - establish good public school option within walking distance - talk with school administration - make desires known to CBE - involve elected officials - educate public - use media/<i>Informant</i> - piggyback on STARS effort - benchmark other neighborhood school successes
	<p><input type="checkbox"/> Enhance visibility and status of library</p> 	<ul style="list-style-type: none"> - physical exterior needs (plantings, painting, sidewalk/steps, streetscape issues, lighting) - use of meeting space - highlight architecture/history and landmark aspects (make repository for community history?) - encourage expanded role in community involvement

Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Expand role and value of community center 	<ul style="list-style-type: none"> - get community council and business community actively involved - work closely with CRC staff - improve parking and access - get real site planning underway for external site - greenspace enhancement (playground needs) - non-traditional uses - educate via <i>Informant</i> - site perimeter needs - coordinate on recreational needs/facilities - make facilities and programs available for typical neighborhood kid; service to all residents should be a priority
	<input type="checkbox"/> Support needs of Nativity school 	<ul style="list-style-type: none"> - expand past successes beyond Nativity network - consider long-term site needs - tie in to capital enhancement strategy; leverage resources - communicate church and school news - maintain dialogue
Embrace Diversity as a Community Strength 	<input type="checkbox"/> Involve all people 	<ul style="list-style-type: none"> - improve leadership diversity - open up opportunities to involve people based on their interests and skills - plan for diversity - bring in "forgotten" areas (economic, racial, cultural)

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
	<input type="checkbox"/> Educate the larger community	<ul style="list-style-type: none">- get the word out- provide different ways to interact with each other- consider cultural festival- block parties and personal interaction

VISION PLAN SUGGESTIONS

IMPROVE COMMUNICATION BETWEEN
PRCC, PROC, PRIMA (OR CURRENT
BUSINESS ASSOCIATION) & OTHER
OUTSIDE ORGANIZATIONS.

WORK TOGETHER MORE THAN
BEFORE.

VISION PLAN SUGGESTIONS

LIBRARY:

EXPAND OFFICES IN
BACK OF BLDG

UPDATE CURRENT OFFICES
FOR MORE EFFICIENT USE

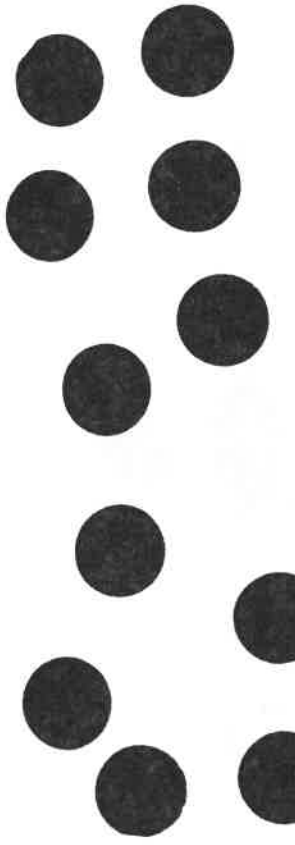

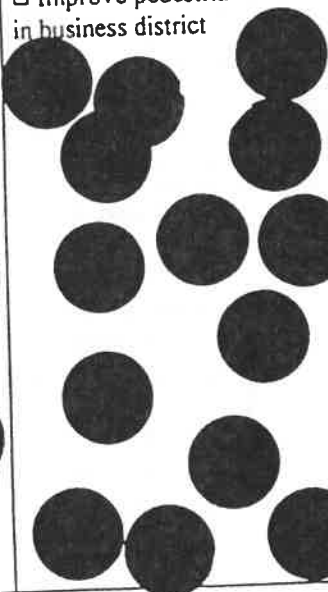
VISION PLAN SUGGESTIONS

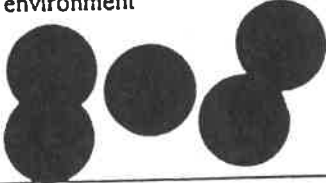
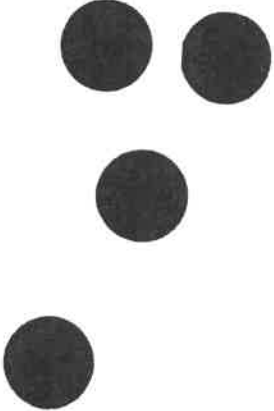


RE: CONDUCT INVENTORY



please do not identify
existing green or open spaces
as targets for new development -
we need to maintain open &
green space - and perhaps
develop more of them.

GOAL III : Improve Our Community Image and Identity

<i>Key Objective</i>	<i>"To Do" List</i>	<i>Working Ideas</i>
Eliminate Barriers to Cohesion	<input type="checkbox"/> Establish single zip code for all of Pleasant Ridge	- overcome north/south split - work with post office and elected officials
	<input type="checkbox"/> Complete coverage for newsletter and community mailings	- all should receive mailings - cost/funding issues
	<input type="checkbox"/> Educate on community boundaries	- more extensive signage - banners - articles in <i>Informant</i>
Encourage Community Events	<input type="checkbox"/> Maintain and enhance or expand existing events	- Ridge Day - Annual merchant sale - Pleasant Ridge Stroll - Nativity Festival
	<input type="checkbox"/> Develop new events to fill in gaps	- size, season, location gaps - need <i>big</i> all Pleasant Ridge event: market for visibility in the metro area - Pleasant Ridge school festival (maybe partner with Pleasant Ridge Presbyterian Church) - sidewalk or late night sales in business district - City Concert in Park at Community Center - holiday house tours - Clean-up Ridge Day

Key Objective	"To Do" List	Working Ideas
<p>Create a Pedestrian-Friendly Neighborhood</p> 	<p><input type="checkbox"/> Implement traffic calming strategies</p>  <p><input type="checkbox"/> Improve pedestrian "feel" in business district</p> 	<ul style="list-style-type: none"> - lower posted speeds - better enforcement - make street and intersection improvements incorporate traffic calming elements - look at long-term strategies in business district - consider scale of business district in planning street improvements - improve crosswalk situations <ul style="list-style-type: none"> - wider sidewalks where changes are proposed - better isolation from fast traffic on Ridge and Montgomery - more pedestrian details and amenities (benches, bus shelters, planters) - provide bike parking - encourage storefront/sidewalk activity - deal with graffiti and litter control issues quickly - provide more trash receptacles - replace trees and plantings - provide adequate lighting - keep sidewalks in good repair

Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Encourage business mix that fits pedestrian environment 	<ul style="list-style-type: none"> - hobby/ leisure stores - arts/antiques/collectibles - more restaurants and entertainment/evening businesses - intersperse service businesses so exposure is maximized
<p>Improve Communications and Public Awareness</p> 	<input type="checkbox"/> Enhance role of technology	<ul style="list-style-type: none"> - facilitate public information flow through Internet - connect residents and institutions to each other - use external resources to provide technology to the community
	<input type="checkbox"/> Brochures for realtors 	<ul style="list-style-type: none"> - simple but exciting - communicate community values and long range vision - plan for updates
	<input type="checkbox"/> Better use of <i>Informant</i>	<ul style="list-style-type: none"> - monthly - distributed to all - include crime reports - features on businesses and people - identify and welcome new homeowners and businesses - includes comprehensive calendar of events
	<input type="checkbox"/> "Welcome" packages for new homeowners 	<ul style="list-style-type: none"> - latest issue of <i>Informant</i> - neighborhood map - directory of businesses, churches, etc. - local programs and activities - ways to get involved - list of community leaders

Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Better media coverage 	<ul style="list-style-type: none"> - press releases - "datebook" entries - suburban papers - "free" papers (<i>Eastside Weekend Newsmagazine</i>, etc.)
	<input type="checkbox"/> Improve signage and community identification	<ul style="list-style-type: none"> - Signs and banners - Gateways at four entrances to NBD on Montgomery and Ridge roads - Identifying design within McFarland Corner parking lot project
	<input type="checkbox"/> Public relations efforts 	<ul style="list-style-type: none"> - community-wide fundraisers - sponsor trail in French Park - couple with other communities

VISION PLAN
SUGGESTIONS

I don't see any benefit
to a single zip code.

The postal service has
a hard time getting mail
delivered correctly now -
a single zip code might
make things worse.

VISION PLAN
SUGGESTIONS

I Agree

● P 39
Monthly Informant
More focus on
People, neighbors,
what's happening
Much briefer
CRIME REPORTS

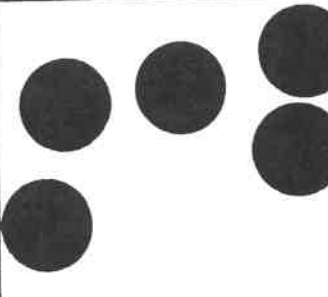
VISION PLAN
SUGGESTIONS



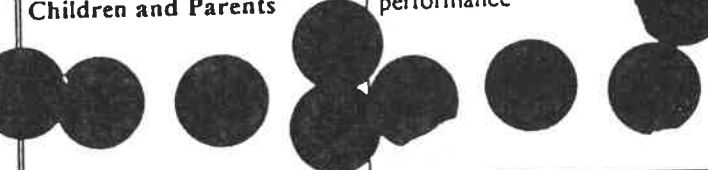




● P 37
- Night Sales
- New Restaurants

Have you Seen Hyde
Park in the Evening?
We go there a lot

VISION PLAN
SUGGESTIONS

Monthly Informant
would be helpful
- but more input
needs to go to
all residents
if possible

Key Objective	"To Do" List	Working Ideas
	<input type="checkbox"/> Help provide appropriate housing mix	- incorporate in housing needs assessment - link to transportation and services needs - provide information to landlords and developers
	<input type="checkbox"/> Recruit businesses that seniors want	- sit-down restaurants - medical/dental - collectibles/thrift
	<input type="checkbox"/> Improve public transit	- more coverage - more frequent - make stops safer, more appealing, provide seating
	<input type="checkbox"/> Improve pedestrian safety and mobility	- make sidewalk repairs - encourage wider sidewalks with more separation from auto traffic - improve pedestrian movement at key intersections - make crosswalks more visible within street pavement
	<input type="checkbox"/> Create a mix of services and programs appealing to a more diverse seniors group	- fitness events - intergenerational activities - link church programs - well-rounded program to include nutrition, financial planning, travel, etc. - can we establish a senior center (Mariemont example)? - outline available resources for seniors on audio or video cassette (library)

Key Objective	"To Do" List	Working Ideas
<p>Provide for Needs of Indigent</p> 	<p><input type="checkbox"/> Support The Caring Place cooperative network</p> 	<ul style="list-style-type: none"> - communicate needs (<i>Informant</i> and church bulletins) - educate business community - include in public relations events - educate caregivers
<p>Provide for Needs of Children and Parents</p> 	<p><input type="checkbox"/> Improve public school performance</p> 	<ul style="list-style-type: none"> - support STARS and tutoring/mentoring program - establish parent groups in the community support and service network; provide training on child rearing, resources, school issues, etc.
	<p><input type="checkbox"/> Make after school care more accessible/available</p>  	<ul style="list-style-type: none"> - Nativity school as after school location - church programs - community rec center program is at capacity - educate public
	<p><input type="checkbox"/> Get best use of Community Rec Center for needs of children</p>	<ul style="list-style-type: none"> - consider relocating some of after school care so that rec use is possible for neighborhood kids
	<p><input type="checkbox"/> Better support for "lost" kids</p> 	<ul style="list-style-type: none"> - fundraising for rec center memberships for needy kids - provide training for caregivers in dealing with challenging behavior - provide more opportunity for unrestricted "drop-in" time at the rec center for kids

VISION PLAN SUGGESTIONS

Assess needs of teens
around recreation,
drugs, alcohol.

VISION PLAN SUGGESTIONS

USE OF PUBLIC/COMMUNITY
FUNDS IN STARS PROGRAM
& CARING PLACE NEEDS
TO BE PROPOSED TO COUNCIL
PROPOSAL FOR USE OF FUNDS
NEEDS TO BE SPECIFIC, NOT
A BLANKET GIFT TO THESE
PROGRAMS.

VISION PLAN SUGGESTIONS

Under section
Adjust to meet
seniors needs -
is there room at
the Community Center
to house a small
elderly program?

PUBLIC COMMENT INVITED

your general goals down to the much more specific "working ideas" try to

You are invited to voice your opinion on the recently-completed DRAFT report of the Pleasant Ridge Community Council Vision Committee. A well attended public meeting was held on February 17. We hope that you will take a few minutes to look over the draft report and add your comments, concerns and preferences.

The purpose of the Vision Committee's report is to help give direction and priority to our community's future. We welcome comments on any part of the report. In particular, we are interested in which of the many goals, objectives and "to do" items listed on pages 24 through 43 are most important in your own view of Pleasant Ridge's future.

Please note your comments on the forms provided and leave them with the librarian, or drop them off in the mail slot of the Community Council office on Woodford Road next to Gil's Barber Shop. Comments must be received by February 28.

Thank you for your help!

The Pleasant Ridge Community Council

LIBRARY COPY - PLEASE DO NOT REMOVE

Report of the Vision Committee

A Strategic Plan for Pleasant Ridge:
Our Target for the Future

DRAFT for Public Review (February 1998)

*Submitted to the Pleasant Ridge Community Council
March 1998*

(Adopted by Council _____)

VISION

FOUR GOALS

PAGE 7.1-13

Comment Form: Draft Vision Committee Report

Comments are due February 28!

Which items of the many listed on pages 24 through 43 are most important to you in terms of a priority for Pleasant Ridge's future? (You may list anything in any combination, ranging from one or more of the four general goals down to the much more specific "working ideas"; try to limit your own list to four or fewer priority items):

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Do you have a concern or priority need that seems to have been left out of the items listed on pages 24 through 43? If so, list below:

Please note any other comments or suggestions:

Please let us know how we can contact you (optional):

Name _____ Phone _____
Address _____

Please give this completed form to the librarian, or drop off in the Community Council office mail slot at 3171 Woodford Road, next to Gil's Barber Shop

DEAR LIBRARIAN. PLEASE put completed
comment forms from citizens in this
envelope. We will make use of them. Thank you!

Comment Form: Draft Vision Committee Report

Comments are due February 28!

Which items of the many listed on pages 24 through 43 are most important to you in terms of a priority for Pleasant Ridge's future? (You may list anything in any combination, ranging from one or more of the four general goals down to the much more specific "working ideas"; try to limit your own list to four or fewer priority items):

- 1) _____
- 2) _____
- 3) _____
- 4) _____

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